

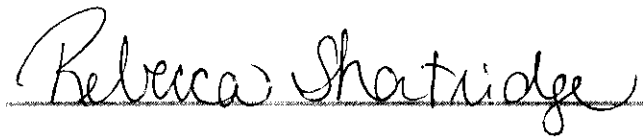
Conference on Gender Issues in Business

An Honors Thesis (HONRS 499)

by

Nancy L. Giesman

Thesis Advisor
Dr. Rebecca Shortridge

A handwritten signature in cursive script that reads "Rebecca Shortridge". The signature is written in black ink and is positioned below the printed name of the thesis advisor.

Ball State University
Muncie, Indiana

July 2003

Expected Date of Graduation: July 19, 2003

Abstract:

This project consists of planning a conference on gender issues in business. Incorporating elements of research, organization, and planning, the project provides a rationale for why such a conference is beneficial and identifies current, relevant gender-based issues in business. Readers can expect to find substantial research on the conference's relevance and five critical gender issues:

- Gender differences in communications and networking styles
- Family and work balance—unique challenges for men and women
- Leadership and management issues between men and women
- Sexual harassment
- Differing approaches to ethical dilemmas in business—does gender play a role in moral actions?

Part of planning the conference includes developing objectives, a program outline, a marketing plan (including a website), cost considerations, finding potential speakers, and other organizational tasks. Although the project does not include actually putting this plan into action, someone could put on this conference in the future with minimal additional work.

Acknowledgements:

- I would like to specially thank Dr. Rebecca Shortridge for advising me on this project. Thank you for your time, guidance, commitment, and enthusiasm in this project.
- Tamara Estep's tremendous experience in coordinating events for the College of Business also helped me to understand the planning process. Thank you for sharing your time and suggestions.
- I also owe many thanks to Jon Harp in the production of the website. Your technical expertise and willingness to help are greatly appreciated.

Table of Contents

Conference Significance.....	5
The rise of women in the workplace.....	5
Gender differences and stereotypes.....	7
Embracing and managing diversity.....	8
Current & Relevant Gender Issues.....	10
Gender differences in communications and networking styles.....	11
Family and work balance—unique challenges for men and women.....	16
Leadership and management issues between men and women.....	20
Sexual harassment.....	23
Differing approaches to ethical dilemmas in business—does gender play a role in moral actions?.....	27
Program Outline.....	29
Conference Objectives.....	33
Target Audience.....	33
Potential Speakers.....	34
Sample Letter to Speakers.....	38
Sample Registration Form.....	41
Marketing Plan.....	41
Location & Refreshment Description.....	43
Estimated Cost Schedule.....	44
Conclusion: Value of this Honors Thesis.....	45
References.....	46

CONFERENCE SIGNIFICANCE:

As today's college students prepare to enter a gender diverse workplace, a conference on gender issues in business can play a crucial role in preparing students for the future. Many students have already experienced the impact that traditional gender roles have on family and educational relationships (Powell & Graves, 2003). It follows that these students will continue to encounter gender related challenges in their future roles in business. Three critical factors provide the basis for the importance of a conference on gender issues in business:

1. The proportion of working women continues to increase, creating more workplace interactions between men and women (Powell & Graves, 2003).
2. Gender differences and stereotypes persist in the business environment and continue to influence attitudes and behaviors in business (Cleveland, Stockdale, & Murphy, 2000).
3. Embracing and managing diversity increases productivity and employee satisfaction (corcommunications.com, 2003).

The Rise of Women in the Workplace:

The first factor demonstrating the relevance of this conference is the increasing proportion of women in the workforce. From an historical perspective, women have tripled their workforce participation rates from only 19% of all women in 1900 to 60% in 2000 (Powell & Graves, 2003). Contributing to this startling increase was the impact of World War II. According to an article in *U.S. News & World Report*, an estimated 5 million women entered the workforce between 1940 and 1944 (McDonald, 2003). These women answered the call of duty, and many liked what they found in the workplace. A

1944 Department of Labor survey found that 80 percent of U.S. women wanted to keep their jobs even after the war (McDonald, 2003). According to Karsten (1994), these women “enjoyed the new work they had learned and were reluctant to leave” (p.12). Although these women were primarily not businesswomen, the working experience during World War II may have fueled the fire for women to reject traditional gender roles and enter non-traditional occupations such as business. The current gender diverse workplace owes part of its existence to the many women who “had been changed forever” by the World War II working experience (Karsten, 1994).

Although many women may want to enter the business world, they must attain the proper education first. A clear sign that more women are entering business is the fact that the educational achievements of women are on the rise. According to Powell and Graves (2003), “The proportion of college degrees in business earned by women increased between 1960 and 2000 from only 7% to 50% at the bachelor’s level, and from only 4% to 40% at the master’s level” (p.16). This increase in women with business degrees presents an opportunity to increase women’s presence in business. The increase in the number of business degrees earned by women helps to explain the 25 % increase in women holding managerial and administrative positions in business from 1972 to 1995 (Browne, 2002). Clearly, the demographic makeup of the workplace is changing with a large number of women entering the business world (Cleveland, Stockdale, & Murphy, 2000). It follows that the increasingly gender diverse business environment demands more interactions between men and women.

Gender Differences and Stereotypes:

Another element that contributes to the conference's relevance is the inherent differences between men and women. The increasing number of women in the workforce alone would not raise gender issues and challenges if the sexes were biologically and socially exactly alike. Aside from the obvious physical differences, there are two main perspectives one can take to view the differences in men and women. One of these is the biological perspective. This perspective holds that behavioral differences exist between men and women that can be attributed to genetic, hormonal, and physical factors that cannot be changed (Cleveland, Stockdale, & Murphy, 2000). However, biology alone does not influence behavior. Another important perspective is the socialization model of gender differences. This model assumes that men and women act differently due to social learning; differences arise out of the social and cognitive development process and are subject to change (Cleveland, Stockdale, & Murphy, 2000). Dubeck and Borman (1996) report in their *Women and Work* handbook that "most gender researchers assume these gender differences are the results of socialization, either in childhood or in adult situations" (p. 125). According to Deborah Tannen (as cited in Meyers, 1999), expert and author of several books on gender, most gender-based differences are rooted in childhood experiences. Tannen agrees that people are born with certain gender traits, but she argues that the set of learned behaviors from childhood is the strongest influence in the inability of men and women to understand each other. Therefore, gender differences can be seen as social constructions, not merely biological predestinations (Reskin & Padavic, 1994). Although there is no consensus among experts as to the degree to which behavior is attributed to biology or sociology, many agree that both forces play a role in behavior.

Regardless of the sociological or biological source of the differences, both perceived and real differences present challenges in the workplace. As defined by Cleveland, Stockdale, and Murphy (2000), "Gender stereotypes are socially shared beliefs about the characteristics or attributes of men and women in general that influence our perceptions of individual men and women" (p. 42). Studies in the United States have shown that women are consistently described as affectionate, charming, dreamy, sentimental, and flirtatious. Men are consistently described as aggressive, dominant, masculine, tough, and rational (Cleveland, Stockdale, & Murphy, 2000). It seems that the male stereotypes embody the typical, successful businessman, but the female stereotypes limit the potential of women to roles of flirty girlfriends, secretaries, models, or mothers. These stereotypes can be harmful in the workplace because they do not allow people to see others as individuals with unique skills and strengths (Blank & Slipp, 1994). According to Blank and Slipp (1994), "Many women say that they are viewed as too emotional and that men confuse emotional expressiveness with weakness" (p. 159). Unfortunately, stereotypes and gender-based conflict often occur in the workplace and that conflict can manifest itself in many forms such as sexual harassment (Browne, 2002). One of the fundamental goals of this conference is to avoid future gender conflicts in business by enhancing the awareness of future professional men and women.

Embracing and Managing Diversity:

The wave of diversity training seminars and workshops rising in today's business world also signifies that this conference is relevant. According to an awareness-training seminar for employees given by COR Communications, LLC, "Gender conflict reduces productivity, contributes to job-related stress, and increasingly results in grievance suits"

(www.corcommunications.com/divawaredevel.html, 2003). Companies now seem to realize that unresolved gender issues in the workplace literally cost them money. Diversity training can help companies to improve pride and productivity in their organization because employees tend to work better as a team when they feel valued as individuals (Lewis, 1996). Some of the specific objectives of the diversity training that many companies now employ are to increase employee knowledge of diversity issues, increase familiarity with organizational policies regarding inappropriate behavior, increase employees' awareness of their own stereotypes, and to increase managers' skills in dealing with diversity-related events (Powell & Graves, 2003).

Employees and employers will benefit from gender diversity as the skills that women bring to business continue to improve. According to Powell and Graves (2003), "...the educational attainment of female entrants relative to that of male entrants has risen dramatically...Organizations that promote diversity by attracting highly-educated women to historically male-intensive jobs and occupations are at an advantage in competing with organizations that do not" (p. 226). Also, the worldwide shift to service industries creates the need for a more diverse employee base. Since employees often deal directly with customers in the service industry, more female employees may be able to relate to better to an increasingly gender diverse customer base (Powell & Graves, 2003). Cleveland, Stockdale, and Murphy (2000) confirm the idea that diversity is beneficial to firms and state, "There is evidence that programs to increase acceptance of diversity can also contribute to the bottom line, by enhancing an organization's ability both to attract and retain a diverse workforce and to relate to a diverse clientele" (p.382). Recent studies have also confirmed the idea that gender diverse firms may perform better than

traditional firms. A study of 200 U.S. firms (as cited in Powell & Graves, 2003) found that firms employing more women managers at all levels scored higher on four measures: return on sales, assets, income, and equity. Researchers attributed the difference to the possibility that the gender diverse firms had probably done a better job of selecting capable employees from the available pool of talent.

Clearly, the increasing number of firms promoting and managing gender diversity, the prevalence of gender based stereotypes in business, and the increasing number of women entering the workforce signal that a conference on gender issues in business is a relevant, current, and significant project to undertake. Participants in the conference will benefit by gaining an increased awareness of the gender issues in the business environment.

CURRENT & RELEVANT GENDER ISSUES:

The research in the area of gender diversity in business contains several recurring themes. I have divided the conference content into five sections or topic areas that I feel address the most current and relevant gender issues in business today:

1. Gender differences in communications and networking styles
2. Family and work balance—unique challenges for men and women
3. Leadership and management issues between men and women
4. Sexual harassment
5. Differing approaches to ethical dilemmas in business—does gender play a role in moral actions?

Gender Differences in Communications and Networking Styles:

Communication has always been important in business. Businessmen and women do not merely produce a product for customers; instead, they offer services that call for effective communication with fellow employees, managers, and clients. Students who have recently interviewed for jobs in business know that employers put a great deal of emphasis on communication skills. According to McKenzie (1996), “Effective communication is at the core of every successful business...” (p. 61). Employers are very interested in communication because miscommunication between genders can lead to decreased productivity, heightened discrimination, and lost potential in employees (www.corcommunications.com/divindepth.html, 2003). Thoman (2000) confirms the idea that “unchecked” gender differences can lead to misunderstandings, reduced morale, and poor team performance. It follows that a gender diverse business environment requires men and women to become better communicators across gender lines.

To improve business communication, men and women must first attain an understanding of their differing styles. Existing research on differing speech patterns provides mixed results, but it is generally agreed that a gender difference does exist (Dubeck & Borman, 1996). However, Cleveland, Stockdale, and Murphy (2000) caution that the perceived differences are consistently greater than the actual differences in communication styles. Regardless of the validity of the differences, most people view the perceptions as reality. Therefore, men and women must be aware of the real and perceived differences in communication.

Gender-based differences in communication can be found in most workplace interactions, including all types of conversation between co-workers. There is evidence

to show that women tend to maintain conversations, whereas men tend to control conversations (Dubeck & Borman, 1996). Men control the conversation by deciding what is appropriate or inappropriate in the interaction and by interrupting women in cross-gender conversations. Those operating under these gender-based assumptions may perceive women who control conversations as acting inappropriately (Dubeck & Borman, 1996). Men and women also tend to differ in their general attitudes towards conversation. As cited by Koonce (1997) in an interview with Deborah Tannen, “Men tend to view conversations as negotiations...they try to achieve status and maintain independence...their goal is to avoid being the weakest boy on the playground” (p. 34). In contrast, Tannen finds that women view conversation as a way to connect with others and build intimacy. While neither view is right or wrong, the differences could negatively impact the outcome of the conversation. For example, women who are trying to build personal connections through conversation may become frustrated by men’s interruptions and competitiveness.

Conversation can also expose the different uses of humor by men and women. Humor is often used to lighten a situation and can be seen as an extension of language (Cleveland, Stockdale, & Murphy, 2000). Cleveland, Stockdale, & Murphy (2000) insist that men and women use humor differently. For example, men often tell jokes to female co-workers that belittle women, but women rarely tell jokes about men to male co-workers. Even the meaning of having “a good sense of humor” can be different for men versus women. Women gain a good sense of humor by laughing at jokes, whereas men gain a good sense of humor by telling the jokes (Cleveland, Stockdale, & Murphy, 2000).

Conversation between men and women also reveals differing linguistic styles that can cause miscommunication. Many women tend to add a question to the end of their statements when they really do not intend to show uncertainty (Thoman, 2000). For example, a woman may tell a man, "This financial data shows an upward trend in long-term profitability, doesn't it?" Men can misinterpret this and conclude that the woman is unsure of herself. In actuality, she is just using a female speech mannerism. The differing styles also appear when a problem arises in business. Men tend to speak in direct manners when confronted with a problem and immediately propose solutions (Meyers, 1999). However, Meyers (1999) finds that women tend to deal with problems in a less direct manner presenting their opinions as suggestions, not direct solutions. Further linguistic differences exist in word choice. According to Thoman (2000), men and women also tend to use different pronouns for themselves. Women tend to say "we," whereas men tend to say "I." The man's linguistic style is clearly more direct than the woman's style. These stylistic differences can lead to improper conclusions about power, dominance, and intelligence. Being aware of the differing styles can aid in effective communication.

Conversations between men and women also display many differing nonverbal styles of communicating between men and women. For example, men and women tend to act in different ways when listening. According to Thoman (2000), women use steady eye contact, smile, and nod to show their interest. Men, however, tend to avoid steady eye contact and smiling while engaging in other physical activity as they listen. These different behaviors can be destructive to conversation if misunderstood by the other gender (Thoman, 2000). For example, men may misinterpret women's listening

behaviors (smiling, nodding, etc.) as agreement. Women may misinterpret men's listening behaviors (avoiding steady eye contact, not smiling, etc.) as inattention and lack of interest. These mistakes can be avoided by general awareness of the different ways men and women listen.

In addition to listening differences, men and women use other nonverbal language differently. For example, women are taught to "sit like a lady," but men may spread out and command more space when seated (Dubeck & Borman, 1996). The less restrictive sitting style can be seen as a subtle sign of power, status, and domination favoring males.

Another example of nonverbal differences in communicating is the use of touch in communicating. Cleveland, Stockdale, and Murphy (2000) find that touching is a gesture of dominance. They also assert that women are touched more by men in a business setting and that "women accept touching by others as a normal behavior" (p.108). However, when women touch men, it is often viewed as sexual (Cleveland, Stockdale, & Murphy, 2000). Women and men should be aware of these different interpretations in order to avoid miscommunication through touch.

In addition to the numerous differences in communication styles between the genders, differing networking styles contribute to the success of men and women in business. Most business colleges today increasingly stress the importance and benefits of networking. In fact, a strong network of contacts can be viewed as the greatest asset in business (Kuschell, 2003). Networking provides many benefits to those who effectively use it. Karsten (1994) states, "Potential benefits include enhanced managerial performance, feedback, social support, career change assistance, empowerment, and a change to acquire influence" (p. 127). The positive effects of networking can be found in

a study (as cited in Kamberg, 2001) conducted by Philadelphia consulting firm, the Leader's Edge. This research involved the study of 341 executives with minimum salaries of \$100,000. These executives were asked to rank the importance of networking skills in reaching their current position. Senior executive men responded that 75.3 percent of their success was attributed to networking skills. Women executives responded that 65.9 percent of their success was due to their networking skills. The research overwhelmingly finds that networking skills are important and beneficial to business careers.

Experts in this area now suggest that gender plays a role in how effectively one builds networks in business. According to Powell and Graves (2003), "Men's and women's networks differ substantially" (p.80). Women's networks tend to be more concentrated in the local community and are typically comprised of friends and relatives. Men, however, tend to have more geographically dispersed networks comprised of more diverse individuals. Powell and Graves (2003) suggest that the reasons the networks differ are primarily due to the greater domestic duties of women. This implies that even successful businesswomen are tied more to the local community and home; this tends to restrict their networking abilities.

Domestic responsibilities are not the only factors limiting women's networks. Many women claim that they are directly and indirectly excluded from the men's informal networks (Blank & Slipp, 1994). Informal networking can refer to casual meetings at golf outings, bars, restaurants, sporting events, and other social situations. Many women are uncomfortable attending these primarily male-dominated social events, and they tend to exclude themselves. This indirect exclusion restricts informal

networking abilities of businesswomen. The high level of discomfort leads women to primarily network with other women, rather than with men (Dubeck & Borman, 1996). This exclusion from the male network can be very negative because many women feel left out of business that will be discussed in the social setting (Blank & Slipp, 1994).

Networking problems between men and women should be taken very seriously. As Dubeck and Borman (1996) emphasize, “Networking and access to information is crucial to upward career mobility” (p.310). It follows that maintaining only female contacts can be detrimental to women’s business careers because the male network (sometimes referred to as the “good old boys’ network”) is dominant. A study conducted on members of the National Association of Female Executives (as cited in Karston, 1994) showed that nearly 80 percent of members felt that the “good old boys’ network thrived in their industry” (p.130). It seems that gender does play a role in networking, and this conference will address the challenge future professionals will face in networking with both sexes.

Family and Work Balance—Unique Challenges for Men and Women:

Achieving a balance between work and family demands is especially challenging in business. Careers in business often entail travel, long hours, emergency meetings, and high stress. Many women may even feel that only women without children can truly make it in the corporate world (Blank & Slipp, 1994). As discussed in a previous section, the number of women in business has dramatically increased in the past few decades. With these positive changes in opportunities for women, come a new set of challenges and issues for businesswomen who are also parents (Katz, 2003). This issue is extremely important because a vast majority of women in business have children. A gathering in

2002 of 187 of *Fortune's Most Powerful Women in Business* found that 71 percent had children (Sellers, 2002). This shows that even the most successful businesswomen also have roles as mothers. The heart of the family/work problem is that while women's roles in the workplace have changed, society's expectations in family responsibilities have not (Katz, 2003). This gap in expectations and reality presents major challenges for women to achieve career success and meet family demands.

Both men and women are impacted by family/work conflicts, but women tend to bear most of the family's physical and social responsibilities. From a biological standpoint, pregnancy and childbirth have a far greater impact on businesswomen than men. Companies must keep this in mind when developing policies for parental leave. According to Lippa (2001), "The biological facts of pregnancy, childbirth, and breast-feeding may require public and corporate policies that treat women differently from men, at least in certain regards" (p.223). Although the physical demands of childbirth and pregnancy demand different treatment and time off, many women feel that the interruption of starting a family restricts their professional status and opportunities (Blank & Slipp, 1994). The perceptions and attitudes of others in the organization may also add to a negative experience for childbearing businesswomen. Co-workers and employers often assume that new mothers will not be able to work as many hours as before and pressure new mothers to prove themselves again when they return to work (Karsten, 1994).

Once the pregnancy and childbirth phase is over, women generally maintain most of the responsibility for family care. Studies suggest that mothers still feel more responsibility for child care issues than fathers in the majority of dual-career families

with children (DeLaat, 1999). Raising children and having a career in business is not an easy task for these overextended mothers. According to Reskin and Padavic (1994), “For women, the main problem is managing their time efficiently so as to fulfill both their age-old obligations as homemakers and their newer obligations as paid workers” (p.148). Time management can be quite problematic because women cannot schedule when children will be sick or when school events will arise.

Family and work conflicts also affect men and their perspective is equally valid. Although the majority of domestic labor falls to the women, Powell and Graves (2003) find that many men “renounce workplace success as the sole measure of their manhood, and seek to participate significantly in the care taking aspects of parenthood, as well as provide economic support for their families” (p.201). However, workplace hostility, negative attitudes towards men taking time off for family matters, and unpaid parental leave tend to deter some fathers from helping as much as they would like (Browne, 2002). A further complication also exists for men with families. Reskin and Padavic (1994) find that a power struggle tends to occur as women earn more income in the family. This power struggle in the home can lead to increased tension and less cooperation between husbands and wives with the work/family balance issue.

Employers need to be concerned with work/family conflict because high levels of continued conflict generally produce distress and dissatisfaction with both roles (Powell & Graves, 2003). In the most extreme cases of dissatisfaction, working mothers actually leave successful careers behind to focus on one of the roles—motherhood. Companies need to work to accommodate working mothers because they may lose some of their best employees. A study by Harvard Business School (as cited in Conlin, Merritt, &

Himelstein, 2002) found that only 38 percent of Harvard's 1981, 1986, and 1991 graduates were still working full time.

Companies may be able to retain employees with children by offering workplaces that are increasingly "family friendly." A supportive work culture can be the key to reducing work/family conflict for both mother and fathers (Katz, 2003). However, Powell and Graves (2003) find that many organizations offer work/family programs but make it clear that employees that use these programs are sacrificing future career success. Therefore, the first step in successfully implementing "family friendly" workplaces is to show that support and commitment come from top management (Karsten, 1994). Visible commitment from the top means that employees will feel free to use available programs knowing that their careers will not be negatively impacted. Johnson & Johnson was able to achieve the visible top support for this issue by changing the company's philosophy. Karsten (1994) finds that Johnson & Johnson's new outlook on family/work conflict is clearly stated: "We must be mindful of ways to help employees with their family responsibilities" (p.178).

One way to help these employees with families is to offer more flexible scheduling. Flexible scheduling means that employees do not have to work set, regular hours each week. Workers find that a flexible schedule is very useful in arranging childcare (Reskin & Padavic, 1994). An even more flexible schedule is the "home work" schedule. This schedule allows employees to work from home and appeals to many women without affordable childcare (Reskin & Padavic, 1994). Unfortunately, many home workers find that working and taking care of small children at the same time is much less productive and damaging to their visibility and status at work. More

progressive firms that truly compete for the best candidates are now offering more family services such as on-site childcare as perks of employment (DeLaat, 1999). Blank and Slipp (1994) report that women who are the most satisfied in their jobs are at firms where there is flexibility of scheduling, facilities for childcare on-site, and extended leaves of absence after childbirth. Firms are also adapting to the work/family problem by adopting other unusual programs such as take-home suppers, on-site laundry service, wellness programs, sabbaticals, elder care, on-site summer camps, and even pet care (Cox, 1999). In conclusion, the integration of work and family can be simplified with the cooperation of the employer.

Leadership and Management Issues between Men and Women:

Effective leadership abilities are critical to the success of any business. However, the definition of a good leader or manager can vary depending on the circumstances. Some situations call for an aggressive, impersonal leadership style while others require a nurturing, compassionate leader. Although many styles of leadership are effective in business, leadership is “conventionally constructed mainly in masculine terms” (Billing & Alvesson, 2000). This conventional idea that leadership is associated with masculinity can make it extremely difficult for women to reach top management positions in business.

To understand the association of leadership with masculinity, one can analyze the origin of this connection. In most cultures, the idea that women should not have authority over men has its roots in religious beliefs (Reskin & Padavic, 1994). In Western culture, the New Testament of the Bible (as cited in Reskin & Padavic, 1994) states, “Let a woman learn in silence with all subjection...I suffer not a woman to teach,

nor to usurp authority over the man, but to be in silence” (p. 96). The New Testament’s promotion of silent and subjective women does not happen directly in business, but the belief that women should not have authority over men is embedded in employers’ promotion practices (Reskin & Padavic, 1994). Besides the strong connection with religious beliefs in this culture, female leadership can be affected by men’s insecurities. Many men feel that having a woman in a leadership role threatens their masculinity (Campbell, 2002). Campbell (2002) asserts, “In a corporate environment, where men are invested in the sanctity of organizational hierarchy...and where they might derive some of their masculine identity from their position in the hierarchy...it’s unthinkable to have a woman at the top” (p.20).

This idea that a woman at the top is “unthinkable” can be seen in the numerical dominance of men in leadership positions. Billing & Alvesson (2000) confirm the dominance of men in business and suggest that women are greatly outnumbered by men in positions of authority, power, and high status. The cultural bias, men’s insecurities about women managing them, and the dominance of men in business combine to create a hostile environment for women trying to climb the corporate ladder. This hostility and the tendency for women to never reach the top of an organization is commonly known as the “glass ceiling.” This term refers to the invisible barriers (cultural bias, male dominance, etc.) women face when trying to get to the top of an organization (Browne, 2002).

Other factors contributing to leadership and management challenges for women are perceptions and gender stereotypes of leaders. Researchers in this area find that many traits are repeatedly associated with management and leadership. These traits include

competitiveness, self-confidence, aggressiveness, and the desire for responsibility—all seen as stereotypically male traits (Cleveland, Stockdale, & Murphy, 2000). The stereotypes of leadership favoring males also appear to be very enduring, despite changes in business over time. Studies conducted over three different decades—from the 1970s to 1990s—(as cited in Powell & Graves, 2003) find that businessmen and women continue to describe a good manager as one with stereotypically masculine traits. These leader stereotypes put women at a distinct disadvantage when trying to achieve upper management positions (Powell & Graves, 2003). This is because the perceptions of others are extremely important in how effectively one can lead (Cleveland, Stockdale, & Murphy, 2000). Therefore, women aspiring to be leaders must deal with conflicting roles and perceptions of others. For example, a woman manager must exhibit leader traits—traits that are primarily masculine. However, she is also expected to exhibit feminine traits in her role as a woman. The conflict of these roles makes it difficult for women to win in either role. When women exhibit male traits in leadership roles they are seen as “bitchy,” bitter, and obsessed with power and achievement (Powell & Graves, 2003). However, if women exhibit more feminine traits, they are seen as unfit to lead. This is because there is not a strong perception that leadership can include feminine traits such as expression, consensus building, and nurturing (Campbell, 2002).

Women and men in business should be aware of their perceptions and stereotypes that impact leadership styles. Kim Campbell, Canada’s first female prime minister, suggests that the solution to the problem is elimination of preconceptions based on gender (Campbell, 2002). She suggests that the goal is the creation of a culture in business where men and women can express the full range of their capacities. In this

way, women can be forceful without being penalized, and men can be empathetic and nurturing without being devalued as leaders (Campbell, 2002). This conference will make future men and women in business more aware of their gender-based perceptions so they can better create the culture Campbell suggests.

Sexual harassment:

One of the most prevalent and costly gender-based issues in business is sexual harassment. According to Cleveland, Stockdale, and Murphy (2000), "...the experience of sexual harassment is widespread, especially for women" (p. 233). Unfortunately for employers and victims, sexual harassment charges are increasing. In 1991 there were 6,883 charges of sexual harassment, and by 1998 the number of charges increased by 230 percent to 15,618 (Pearce & DiLullo, 2001). The upward trend of sexual harassment is of great concern to all involved because of its disastrous effects. Sexual harassment is now considered one of the biggest single risks that exists in companies today (Foy, 2000). Firms that have learned this lesson the hard way include Mitsubishi Corporation and DaimlerChrysler. In 1999, a suit by 486 women who had been groped and subjected to lewd jokes at Mitsubishi cost the company \$34 million in settlement costs (Pearce & DiLullo, 2001). Also in 1999, DaimlerChrysler paid over \$45 million to Linda Gilbert who suffered seven years of sexual harassment at DaimlerChrysler (Pearce & DiLullo, 2001). Companies do not merely pay a high financial cost. They also suffer the blow to public relations, loss of reputation, lowered company morale, and diminished productivity (Foy, 2000). The victims also suffer mental and physical health effects such as anger, fear, depression, loss of self-esteem, humiliation, sleeping and eating disorders, and nausea (Cleveland, Stockdale, & Murphy, 2000). Because this issue is so prevalent

and costly, it is very important to address sexual harassment in this conference on gender issues in business.

One of the most difficult aspects of sexual harassment is its ambiguous definition. The law on this issue is open to interpretation, and therefore many employees do not really know what is or is not acceptable behavior under the law (Neville, 2000). The U.S. Equal Employment Opportunity Commission (as cited in Robinson, Mero, & Nicholas, 2001) defines sexual harassment as a violation of Title VII of the 1964 Civil Rights Act. The U.S. EEOC provides a definition (as cited in Powell & Graves, 2003) in its published *Guidelines on Sex Discrimination* that states:

“Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly as a term or condition of an individual’s employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile or offensive working environment” (p.160).

The courts typically break down this definition into two types of sexual harassment: quid pro quo and hostile environment (Robinson, Mero, & Nicholas, 2001). “Quid pro quo” sexual harassment lends itself to less ambiguity than hostile environment harassment. Quid pro quo (translated as “this for that”) involves the exchange of job benefits for sexual favors (Wagner, 1992). In other words, conditions of employment such as salary, raises, and promotions depend on the victim submitting to the sexual conduct of the authority figure (Foy, 2000). This requires the harasser to be in an authority position over the victim. The victim must also show money damages to claim quid pro quo harassment (Wagner, 1992). Since quid pro quo involves terms and conditions of employment, this is usually easy to show. Finally, quid pro quo is easier to

charge because it only requires one instance of harassment for the employer to be liable (Foy, 2000).

“Hostile environment” sexual harassment is a little more complicated than quid pro quo. This form is more open to interpretation than quid pro quo (Foy, 2000). According to Browne (2002), this “involves a claim that the work environment is permeated with sexuality or discriminatory intimidation, ridicule, and insult” (p.192). This form also requires the victim to show that this conduct was “unwelcome” (Brown, 2002). The harasser may be anyone in the workplace, not merely authority figures as in quid pro quo harassment, and one isolated event is rarely enough to show a hostile environment (Wagner, 1992). Instead, a pattern of abuse and offense must be shown. Some examples of hostile environment sexual harassment include repeatedly showing pornographic photos, making lewd jokes, unwelcome sexual propositions, unwanted touching or patting, and unwanted suggestive movements (Date-Bah, 1997). Monetary damages do not need to be demonstrated by the victim, but the conduct must be of such intensity that the victim’s job performance is interfered with or the environment is considered abusive (Wagner, 1992). The nature of this kind of harassment makes it much more difficult to prove and to recognize as harassment. A complete legal analysis of sexual harassment is beyond the scope of this paper, but the men and women in business should know the two basic forms of sexual harassment discussed above and how to avoid them.

This issue affects both men and women in business, and men must also increase their awareness. While it is generally women who experience sexual harassment, men can also fall victim to this offense. Cleveland, Stockdale, and Murphy (2000) point out,

“Men often claim that they would not be offended by, would enjoy, or would even be complimented by sexual attention from their female coworkers” (p.237). However, another form of sexual harassment that most men are not comfortable with is homosexual harassment. For example, if a homosexual supervisor is distributing homosexual pornography to male employees, this creates a hostile environment to most men. Browne (2002) reports that, “Most men, at least in our society, are uncomfortable around homosexually oriented speech and behavior” (p.199). If an environment filled with homosexual speech, behavior, or suggestions persists at work, employers are not providing good working conditions for men in business. Companies need to improve workplace conditions for everyone, not just women (Hickins, 1998).

As presented above, sexual harassment is not a concrete issue. It is defined in vague terms and frequently misunderstood (Peirce & Smolinski, 1998). Therefore, companies must provide explicit policies to make the employees aware of what is acceptable and unacceptable in the working environment. To avoid financial consequences, an employer must take reasonable care to prevent sexual harassment. Part of this reasonable care is a formal, written policy (Robinson, Mero, & Nicholas, 2001). Steps involved in formulating policy include: (1) performing an internal audit of the current workplace environment, (2) drafting a policy, (3) distributing the policy, (4) walking the talk, and (5) taking action (Foy, 2000). “Walking the talk” refers to top management demonstrating a zero tolerance policy of sexual harassment. The policy should also state that disciplinary action would be taken if the policy is violated, and it should assure employees that they would be protected when they file complaints (Foy, 2000). These policies must address the definition sexual harassment using clear language

that the company can understand (Robinson, Mero, & Nicholas, 2001). Finally, companies must train their employees on proper conduct, not merely distribute policies. Powell & Graves (2003) suggest that strong written policies are not enough; employers must “educate employees about the issue and establish formal grievance procedures to deal with allegations of sexual harassment” (p.174). Companies that fail to develop effective policies or fail to respond promptly to charges of sexual harassment run the risk of costly law suits, lost productivity, damaged morale, and public relations disasters (Peirce & Smolinski, 1998).

Differing approaches to ethical dilemmas in business:

Ethics is an issue that has been getting a great deal of attention recently. It seems that corporate greed is reaching a dangerous new height with the recent explosion of scandals in companies such as Enron, HealthSouth, WorldCom, Adelphia, and Tyco. Companies need to obey business ethics to survive and prosper. Research (as cited in Neville, 2000) done by DePaul University shows that companies committed to ethical practices actually perform better than those that do not. Neville (2000) states that the studies found “that companies committed to ethics are listed among the top 100 [financial performers] twice as often as those without an ethics focus (p.208). Therefore, understanding and achieving ethics and morality in business is more important than ever in remaining profitable and regaining stockholders’ trust.

It is clear that ethics are important to business, but gender connections to approaches to ethical dilemmas remain unclear. Recently, there have been some events that lead one to question whether women are better equipped to deal with ethical dilemmas than men. In 2002, three *women* blew the whistle on the unethical practices in

their separate workplaces. These women are Sherron Watkins (former vice-president of Enron), Cynthia Cooper (vice-president of internal auditing at WorldCom), and Coleen Rowley (a lawyer with the FBI)—all were named “Persons of the Year” by *Time* magazine for their outstanding display of morality in the workplace (Lazarus, 2002). The fact that these were all women, not men, can be considered a coincidence or an indication of underlying gender differences. Michael Kohn of the National Whistleblower Center in Washington, D.C. argues for coincidence. He states (as cited in Valenti, 2003), “It’s not a male or female issue...it’s something in the individual themselves that cuts across cultural, racial, and sexual divides.”

Others, including legal experts, feel that it’s usually easier for women to attack the establishment about ethical misconduct (Schlabach, 2002). Stanford professor Deborah Rhode sees women’s isolation from men’s informal networks as a key factor. She explains to the *San Francisco Chronicle* (as cited in Schlabach, 2002), “If you’re not one of the good ol’ boys to begin with, it makes it easier when you see something flat-out wrong to raise your voice.” Sherron Watkins, the woman that blew the whistle on Enron, also feels that gender plays a role in standing up for ethical business practices. Watkins (as cited in Chen, 2002) states, “...[in] corporate America there is a little bit of an old boys’ club that makes it more difficult for male executives to...I don’t want to say rat out a friend, but that’s—that’s almost—that is what I want to say.” Campbell (2002) also finds that highly hierarchical organizations also tend to have more women speaking out for ethics. This is because women are less concerned with a hierarchy that tends to be male-dominated. They are more likely to speak up for their beliefs and risk losing limited status they have in male-dominated hierarchies (Campbell, 2002). It seems that

the male-dominated power structure inhibits some men from speaking out on ethical misconduct and encourages women to speak out.

There is evidence that other factors besides the hierarchal structure of business cause gender differences in approaches to ethical dilemmas. Research conducted by Carol Gilligan (as cited in Powell & Graves, 2003) examines sex differences in moral judgments. This research distinguishes the differing approaches to morality as “justice orientation” for males and “care orientation” for females. According to Gilligan’s studies, the justice approach that men use is concerned with equality and fairness primarily. The care orientation approach, used by women, is concerned with maintaining relationships, being sensitive to the needs of others, and avoiding harm to others. The following statement (Powell & Graves, 2003) clarifies how the two approaches lead to different ends: “...when asked whether it is right for a man to steal a drug he cannot afford to keep his wife from dying, boys tend to answer no, citing principles of justice, and girls tend to answer yes, citing human compassion” (p.42). The differing approaches to moral judgments also depend on the nature of the moral dilemma at hand (Powell & Graves, 2003). Therefore, more research is needed in this area to fully understand how men and women make moral judgments.

PROGRAM OUTLINE:

I have identified five major areas of content for a conference on gender issues. Depending on time constraints, personal preferences of the person putting the conference on, audience interest, and speaker availability, the conference could be organized in a number of ways.

For my sample program outline, I chose to use four of the five topics. My sample conference will begin with an overview of the significance of gender issues in business. Then there will be a break followed by a breakout session where participants divide and go to their choice of two lectures: communication/networking issues or family/work conflicts. This use of breakout sessions allows for the varying interests of the audience to be met. For example, some participants may be less concerned about sexual harassment or family/work conflict in business. By using a breakout session, these participants can choose which topic is of more interest. After the first breakout session, there will be a brief break. Following the break will be another breakout session where the audience can choose between: differing leadership/management styles or sexual harassment. The conference will then conclude in a full-group session. The conference will conclude with final thoughts on the significance and implications of gender issues in business. The conclusion will provide the audience an opportunity to ask any final questions of the speakers.

The conference outline is summarized as follows:

Sample Conference Outline:

8:00 am-11:30 am

Alumni Center,

Ball State University

8:00 am—Introduction (Full group)

- Discuss the significance of this conference
- Discuss the implications of the increasing proportion of women in business

- Discuss the implications of gender stereotypes in business
- Discuss the benefits of a gender diverse workplace

8:45 am—Brief Break (Refreshments)

- Participants can mingle with each other and have refreshments
- Participants can decide which lecture to attend

9:00 am—1st Breakout Session (Choose between the following topics)

1. Communication/networking gender differences in business
 - Discuss differing linguistic styles of men and women
 - Discuss nonverbal/listening patterns of men and women
 - Implications of miscommunication due to gender differences
 - Importance of networking and challenges in networking with the opposite sex
2. Family/work conflicts
 - Discuss parental leave and its effect on professional status
 - Define women's role as mother and professional
 - Address time management between work and home
 - Define men's role as fathers and expectations from work
 - Discuss what companies are doing to help mothers and fathers balance work and domestic responsibilities

9:45 am—Brief Break (Refreshments)

- Participants can discuss their thoughts on the lecture content
- Participants can mingle with each other and have refreshments

10:00 am—2nd Breakout Session (Choose between the following topics)

1. Gender differences in leadership/management styles
 - Discuss the differences in leadership roles
 - Discuss the validity of the glass ceiling
 - Discuss differences in power and assertiveness
 - Discuss how traditional gender roles impact management styles
2. Sexual Harassment
 - Define what is meant by “sexual harassment”
 - Discuss the differing viewpoints of men and women
 - Explain ways to minimize sexual harassment in business through awareness

10:45 am—Conclusion (Full group & All speakers present for questions)

- Final thoughts on gender issues in business and significance
- Implications for the participants’ near future
- Questions for any of the speakers

CONFERENCE OBJECTIVES:

I designed this conference to better prepare young men and women to enter the business world upon graduation. I feel that an effective way to ease the transition between school and work is to hold a conference where students can listen to and interact with professionals who deal with gender issues first hand in the workplace. Therefore, the main objectives of this conference are:

- To enhance awareness of gender issues in future professionals
- To promote understanding and appreciation for the unique contributions and skills that men and women bring to business
- To encourage students to continually improve their communication skills when dealing with professionals of another gender
- To offer conflict resolution techniques when gender differences arise in business

TARGET AUDIENCE:

This conference is designed primarily for male and female Ball State University students majoring in business. However, other majors (such as architecture or pre-law) that will lead students to work in a professional environment will also benefit from the conference's content. Students who are juniors and seniors in college will benefit most from the conference since they are closer to entering the business environment. These students may be planning their job-search and can better use the information gained than freshman and sophomores in college. If the Advanced Professionalism Certificate program of Ball State University puts on the conference, the target audience could also include students working toward their Advanced Professionalism Certificate.

The local community of Muncie professional women and recent graduates from Ball State University's College of Business may also benefit from the topics presented. Therefore, depending on the cost constraints of the budget for this conference, other professionals may or may not be invited to attend.

POTENTIAL SPEAKERS:

The following are potential speakers that I feel would be good to invite to the conference. Depending on the speaker availability and the funding for the project, other speakers could be added to this list or substituted.

Potential keynote speakers:

Dr. John Gray

Author of *Men Are From Mars, Women Are From Venus*

Contact John Gray via:

Relationship Speakers Network

P.O. Box 12695

Scottsdale, AZ 85267-2695

Phone: (480) 998-9411

Fax: (480) 998-2173 or (800) 725-9223

Website: <http://www.celebratelove.com/aboutjgray.htm>

E-Mail: [**JohnGrayInfo@CelebrateLove.com**](mailto:JohnGrayInfo@CelebrateLove.com)

Dr. Deborah Tannen

Author and Professor

Georgetown University

Department of Linguistics

Box 571051

Washington, DC 20057-1051

Phone: (202) 687-5910

Fax: (202) 687-8443

E-mail: tannend@georgetown.edu

Potential speakers for Communication/networking gender differences in business:

Kristi McNally

Human Resources Manager

Deloitte & Touche

111 Monument Circle

Suite 2000

Indianapolis, IN 46204

Phone: (317) 656-4318

Fax: (317) 656-2505

Email: kmcnally@deloitte.com

James A. Robbins, Ed.S. & Joy A. Robbins, M.A.

Owners

Image Improvement, Inc.

4221 Judy Ave

New Castle, IN 47362

Phone: (765) 521-2249

Fax: (765) 529-6970

E-mail: iimprove@nltc.net

Potential speakers for family/work conflicts:

Jenny Budreau

Senior Vice President—Human Resources & Administration

FORUM Credit Union

P.O. Box 50738

Indianapolis, IN 46250-0738

Phone: (317) 558-6260

Fax: (317) 558-6319

E-mail: jennyb@forumcu.com

Colleen Barss

Family & Workplace Education Coordinator

Family Service Regina

2020 Halifax Street

Regina, SK S4P 1T7

Phone: (306) 757-6675

Fax: (306) 757-0133

E-mail: familyserviceregina@accesscomm.ca

Potential speakers for gender differences in leadership/management styles:

Myra Borshoff, APR

Partner

Borshoff Johnson Matthews

47 S. Pennsylvania St., Suite 500

Indianapolis, IN 46204-3657

Phone: (317)-631.6400

Fax: (317)-631-6499

Email: service@bjmpr.com

Rosanne E. Ammirati, CPA

Partner

Katz, Sapper & Miller, LLP

800 East 96th St.

Suite 500

Indianapolis, IN 46240

Phone: (317) 580-2000

Fax: (317) 580-2117

E-mail: rammirati@ksmcpa.com

Potential speakers for sexual harassment:

Mary Beth Ramey

Lawyer/Partner

Ramey, Hailey & Riley

3815 River Crossing Parkway, Suite 340

Indianapolis, IN 46240

Telephone: (317) 634-9978

Fax: (317) 848-7831

www.ramey-hailey.com

Sali K. Falling

Executive Director of University Compliance

Ball State University

Office of University Compliance, AD 335

Muncie, IN 47306

Phone: (765) 285-5162

Email: sfalling@bsu.edu

Potential speakers for differing approaches to ethical dilemmas:

Dr. Gwendolen B. White

Assistant Professor of Accounting

Ball State University

Department of Accounting, WB 335

Muncie, IN 47306

Phone: (765) 285-5116

E-mail: gwhite@bsu.edu

Rebecca Barnett

Author & motivational speaker on character-centered leadership

Contact Barnett via:

Brooks International Speakers Bureau
763 Santa Fe Drive
Denver, CO 80204
Phone: (303) 825-8700
Fax: (303) 825-8701
E-mail: Janice@BrooksInternational.com

SAMPLE LETTER TO SPEAKERS:

Each speaker should be contacted on the phone to request his or her presence at the conference. This way, the program coordinator can explain the requirements and expectations of the speaker and negotiate the honorarium or compensation. After the speakers are contacted, the coordinator should write formal letters to the speakers addressing parking arrangements, agreed upon honorarium amount, directions to the conference location, a program outline, objectives of the conference, audience description, and suggestions for lecture material. Since most of this information will need to be determined in the final stages of planning, a sample letter will need a great deal of modification depending on location, speaker availability, program outline changes, and other issues subject to change. Therefore, the following format should be used when writing letters to the speakers. However, since most of the information will change, it is not effective or efficient for me to provide sample letters for each speaker. I wrote the following sample from the perspective of a possible event coordinator—

Tamara Estep, Director of External Relations. The basic format that all the letters could follow is provided on the following page:

Ball State University
College of Business
WB 173
Muncie, IN 47306
[Insert date]

Ms. Jenny Budreau, Senior Vice President—Human Resources & Administration
FORUM Credit Union
P.O. Box 50738
Indianapolis, IN 46250-0738

Dear Ms. Budreau:

Thank you for agreeing to speak at Ball State University's Conference on Gender Issues in Business. Your expertise and experience in the area of family/work conflict will be a great contribution to this event.

As discussed, the event will be held in the Alumni Center on [insert date] from [insert time]. Your agreed upon honorarium is \$[insert amount] and will be paid at the conference. You will find free parking at the Alumni Center at Ball State University. As an alumnus of Ball State University, I am sure you are aware of the driving directions. Refreshments will be provided consisting of muffins, donuts, coffee, water, and juice.

Your session on family/work conflict should be about 45 minutes long. The room will have projection capabilities if you would like to incorporate a visual aspect to your presentation. The audience will consist primarily of College of Business juniors and seniors so you can plan your lecture accordingly. Please feel free to discuss your personal experiences with family/work conflicts or to use case studies and research-based information. You may want to include elements from this portion of the program outline:

Family/work conflicts

- Discuss parental leave and its effect on professional status
- Define women's role as mother and professional
- Address time management between work and home
- Define men's role as fathers and expectations from work
- Discuss what companies are doing to help mothers and fathers
balance work and domestic responsibilities

A full program outline is enclosed so you can see when you are speaking in relation to the full conference. The objectives of the conference are also enclosed. More information on this conference can also be obtained from our website: [insert web address].

Again, I thank you for your time and willingness to participate in this event. Call or e-mail me if you have any further concerns or questions. My phone number is (765) 285-8311, and my e-mail is testep@bsu.edu.

Yours sincerely,

Tamara Estep
Director of External Relations
College of Business

Enclosures

SAMPLE REGISTRATION FORM:

<p style="text-align: center;">Registration Form Conference on Gender Issues in Business 8:00 am-11:30 am Alumni Center, Ball State University</p> <p>Name: _____</p> <p>Email: _____</p> <p>Class Standing: _____</p> <p>Major: _____</p> <p>Minor: _____</p> <p>Gender:</p> <p>Male _____ Female _____</p> <p>Please indicate if you are part of the Advanced Professionalism Certificate program:</p> <p>Yes _____ No _____</p>

MARKETING PLAN:

Since the primary target audience of this conference is Ball State University juniors and seniors in the College of Business, the marketing plan will primarily market to these individuals. Marketing this project will consist of advertising this conference through many channels. The project could be advertised through a website, printed flyers, table tents in on-campus dining facilities, announcements by professors in

business classes, and Ball State University Career Center cooperation. The marketing efforts will be tied together by a common theme.

Marketing Theme:

I have written a theme for this conference that the advertising will be centered upon. The theme is *Men are from Mars, Women are from Venus: Working Together on Earth*. Obviously this incorporates the well-recognized phrase “men are from Mars, women are from Venus” from the popular book on gender issues by John Gray. I chose to use this theme for the conference because I feel that this phrase is appealing to college men and women. The theme gives potential participants an idea of what the conference is about and gets their attention with a well-known phrase. The theme also uses language that stresses gender *differences*, not gender judgments or male-bashing lingo. Therefore, it is inviting to both men and women.

Website:

According to Tamara Estep’s conference planning experiences, websites and Internet based advertising are far more effective than printed advertising. Therefore, my focus is on the more effective form of advertising—Internet based. I have designed a website that can be published near to the time of the conference. It incorporates the theme of the conference and offers links to more information on the conference and a registration form that participants can print off or e-mail to the conference sponsor. I have included the disk with the website saved on it so that someone could insert appropriate dates, times, information, and other content with relative ease. Once the information has been slightly altered, the person putting on the conference simply has to

publish the website on the Internet. The website pages can be viewed through the ZIP disk included in the front pocket of this binder.

LOCATION & REFRESHMENT DESCRIPTION:

I have chosen to hold this event in the Alumni Center at Ball State University. This location is ideal because there is plenty of available parking, and it is so close to Ball State University. Since the target audience is primarily Ball State University students, the conference should take place near the university. The Alumni Center is also the preferred location because of its capacity. There are three conference rooms and two meeting rooms. The meeting rooms can accommodate up to 80 people each. There are projectors and screens that slide down from the ceiling in each room. Therefore, the Alumni Center allows for a large number of participants, and allows the speakers to incorporate technological presentations if they wish. Finally, if the Advanced Professionalism Certificate Program or other Ball State University sponsored programs put on the conference, the cost of booking the Alumni Center is free. To discuss availability, the planner should call (765) 285-ALUM or e-mail mstephe2@bsu.edu.

The Alumni Center requires that any catering used in the facilities come from University Banquet and Catering. I have obtained a listing of menu items and prices from University Banquet and Catering. Since my sample event is being held in the morning, I have chosen to have yeast and cake donuts, cake donut holes, muffins, ice water, coffee, and orange juice available. The prices are listed in the following section: "Estimated Cost Schedule." The event planner should call the University Banquet and Catering office at (765) 285-3500 to make arrangements.

ESTIMATED COST SCHEDULE:

In developing a budget for this project, the event coordinator will need to factor in the speakers' honorariums, the cost of refreshments, printing costs of any flyers or programs, small thank you gifts to the speakers, and other miscellaneous costs such as name tag material, pens, paper, etc. The budget will vary greatly depending on the amount of participants and the honorariums of the speakers. Therefore, the following sample cost estimate should be adapted depending on variance in these factors. I have not included the honorarium costs because it is unrealistic to estimate without negotiating with the individual speakers. Other miscellaneous costs may also be added.

Sample Cost Estimate Schedule

Item	Cost	Total Cost (100 participants)
1. Muffins	\$10.20 per dozen*	\$91.80 (assume 9 dozen)
2. Yeast and Cake Donuts	\$7.20 per dozen	\$64.80 (assume 9 dozen)
3. Cake Donut Holes	\$3.60 per dozen	\$108.00 (assume 30 dozen)
4. Coffee	\$11.50 per gallon	\$57.50 (assume 5 gallons)
5. Orange Juice	\$11.50 per gallon	\$115.00 (assume 10 gallons)
6. Ice Water (pitcher)	\$1.00 per gallon	\$25.00 (assume 25 pitchers)
7. Printing Costs	\$0.99 per color copy**	\$99.00 (assume 100 copies)
8. Small gifts to speakers	About \$40 each	\$200 (assume 5 speakers)
Total estimated cost (without honorariums)		\$761.10

* Prices quoted from Banquet & Catering at Ball State University

** Price quoted from Kinko's

CONCLUSION: VALUE OF THIS HONORS THESIS:

In completing this project, I have gained a greater understanding for gender issues in business. I feel that this has been a very valuable experience in that I am more aware of how gender affects life in the workplace. This project has also helped me to further develop my communication skills, both verbal and written. Another personal benefit to me is that my organizational and planning skills were enhanced throughout the progression of the project.

The Honors Thesis derives its value in taking Honors College students' educations past the classroom. Being responsible for the creation, design, and extent of a long-term project of this nature is a unique occurrence in most undergraduate degree programs. I feel that my project has helped me gain a superior education at Ball State University. Through this endeavor, I have worked almost totally independently on a project that I believe has great importance. As indicated previously, I consulted my advisor and others along the way for guidance. Knowing how to ask the right questions and interpreting assistance were vital to the completion of this project.

Finally, this Honors Thesis has the potential to someday reach a large audience of Ball State University students. My creative and detailed plan for a conference on gender issues in business would make it relatively easy for someone to implement this conference in the near future. Therefore, the project may be able to increase many people's awareness and understanding of gender issues in business.

References

- Blank, R., & Slipp, S. (1994). *Voices of diversity*. New York: AMACOM.
- Billing, Y. D., & Alvesson, M. (2000). Questioning the notion of feminine leadership: A critical perspective on the gender labeling of leadership [Electronic version]. *Gender, Work & Organization*, 7, 144-157.
- Browne, K. R. (2002). *Biology at work: Rethinking sexual equality*. New Brunswick, NJ: Rutgers University Press.
- Campbell, K. (2002). The emancipated organization [Electronic version]. *Harvard Business Review*, 80, 20-21.
- Chen, J. (2002, December 23). Three female whistle-blowers named as Time's persons of the year [Electronic version]. *CBS Morning News*.
- Cleveland, J. N., Stockdale, M., & Murphy, K. R. (2000). *Women and men in organizations: Sex and gender issues at work*. Mahwah, NJ: Lawrence Erlbaum Associates, Inc.
- Conlin, M., Merritt, J., & Himmelstein, L. (2002, November 25). Mommy is really home from work [Electronic version]. *Business Week*, 3809, 101-103.
- COR Communications' diversity training awareness development. (2003). Retrieved May 26, 2003, from <http://www.corcommunications.com/divawaredevel.html>.
- Cox, J. A. (1999). What's happening in the workplace? [Electronic version]. *Baylor Business Review*, 17, 7-8.
- Date-Bah, E. (Ed.). (1997). *Promoting gender equality at work: Turning vision into reality*. New York: Zed Books Ltd.

- DeLaat, J. (1999). *Gender in the workplace: A case study approach*. Thousand Oaks, CA: SAGE Publications, Inc.
- Dubeck, P. J., & Borman, K. (Eds.). (1996). *Women and work: A handbook*. New York: Garland Publishing, Inc.
- Foy, N. F. (2000). Sexual harassment can threaten your bottom line [Electronic version]. *Strategic Finance*, 82, 56-61.
- Hickens, M. (1998). Sexual harassment revisited [Electronic version]. *Management Review*, 87, 6.
- Kamberg, M. (2001). The millennium of the woman [Electronic version]. *Women in Business*, 53, 12-16.
- Karsten, M. F. (1994). *Management and gender: Issues and attitudes*. Westport, CT: Quorum Books.
- Katz, M. (2003). The business mother in today's workplace [Electronic version]. *Women in Business*, 55, 12-14.
- Koonce, R. (1997). Language, sex, and power: Women and men in the workplace [Electronic version]. *Training & Development*, 51, 34-39.
- Kuschell, D. (2003). Network magic: How to make the most of your contacts [Electronic version]. *National Public Accountant*, 20-21.
- Lazarus, D. (2002, December 27). Putting their necks on the line [Electronic version]. *San Francisco Chronicle*, p. B1.
- Lewis, J. (1996). Practicing diversity awareness [Electronic version]. *Women in Business*, 48, 28-31.

- Lippa, R. A. (2001). *Gender, nature, and nurture*. Mahwah, NJ: Lawrence Erlbaum Associate, Inc.
- McDonald, M. (2003, February 24). Work of their own [Electronic version]. *U.S. News & World Report*, 134, 59-61.
- McKenzie, A. (1996). The new face of business communications [Electronic version]. *Asian Business Review*, 61-62.
- Meyers, C. (1999). Mars & venus [Electronic version]. *Successful Meetings*, 48, 46-50.
- Neville, K. (2000). *Internal affairs: The abuse of power, sexual harassment, and hypocrisy in the workplace*. New York: McGraw-Hill.
- Pearce II, J. A., & DiLullo, S. A. (2001). A business policy statement model for eliminating sexual harassment and related employer liability [Electronic version]. *S.A.M. Advanced Management Journal*, 66, 12-21.
- Peirce, E., & Smolinski, C. A. (1998). Why sexual harassment complaints fall on deaf ears [Electronic version]. *Academy of Management*, 12, 41-55.
- Powell, G. N., & Graves, L. M. (2003). *Women and men in management* (3rd ed.). Thousand Oaks, CA: SAGE Publications, Inc.
- Reskin, B. F., & Padavic, I. (1994). *Women and men at work*. Thousand Oaks, CA: Pine Forge Press.
- Robinson, R. K., Mero, N. P., & Nicholas, D. L. (2001). More than just semantics: Court rulings clarify effective anti-harassment policies [Electronic version]. *Human Resource Planning*, 24, 36-48.
- Schlabach, M. (2002, August 21). Special report/cleaning up the SEC: Solutions [Electronic version]. *The Atlanta Journal-Constitution*, p. 10B.

Sellers, P. (2002, May 13). Not all women cry the baby blues [Electronic version].

Fortune, 145, 30.

Thoman, S. (2000). Roadblocks to effective team dynamics in the IPPD environment

[Electronic version]. *Program Manager*, 29, 104-108.

Valenti, C. (2002). *The informers: What makes some people decide to blow the whistle?*

Retrieved February 16, 2003, from <http://whistleblowers.org>.

Wagner, E. J. (1992). *Sexual harassment in the workplace: How to prevent, investigate,*

and resolve problems in your organization. New York: AMACOM.